

## ROUTING AND RECORD SHEET

**SUBJECT:** (Optional)

## Centralized Equipment Maintenance

**FROM:**

DA Planning Officer  
7D18 HQ

## EXTENSION

NO.

STAT

DATE 27 Mar 85

STAT

TO: (Officer designation, room number, and building)

DATE \_\_\_\_\_

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EXO/DDA

27 MAR 1985

EM

Attached is a response, drafted by OL, to the EXDIR's "25 percent reduction in the dimension of the maintenance problem in 2-3 year time period."

**2.**

3. ΔADDA

25/2



I deleted a section on PCs. after I discussed it with [redacted] ST because it was inconsistent with D/OIT's recent decision on PCs.

4.

5. DDA

29 MAR 1985

STAT

STAT

6.

**7.**

DDA/MS -

Attachment

STAT

**8.**

9.

10.

11.

12.

13.

14.

15.

FORM 1-79 **610** USE PREVIOUS EDITIONS

GPO : 1983 0 - 411-632

**SECRET**DDA Registry  
85-0048/1

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for AdministrationSUBJECT: Centralized Equipment Maintenance 

25X1

REFERENCE: Note for DDA fm EXDIR, dtd 7 Feb 85  
Subject: Centralized Maintenance Issue

1. By way of response to the last paragraph of your 7 February note on the centralized maintenance issue, I have asked the Director of Logistics to keep the pressure on in developing a program to reduce both the total number of contracts and the number of vendors over a two to three-year time period. We envision a multi-phased approach which will involve cognizant technical offices.

25X1

2. We propose action to include the following specific areas:

a. Agency Copier Management Program - The centralization of copy machine procurement and maintenance services in P&PD/OL has been a resounding success in standardizing equipment and consolidating maintenance services. This is about to become unglued because of Agency policy on contracting with organizations subject to foreign ownership control or influence (FOCI) (see ). We must have relief from this policy in the area of copy equipment or we will end up with second-rate equipment and significant increases in maintenance and servicing problems. P&PD/OL is now documenting the case for an across-the-board waiver to FOCI policy as it applies to copier equipment.

25X1

25X1

b. The whole new area of video and television equipment needs to be centralized as we have done in the copier equipment arena. OL has prepared a proposal to implement such a program to preempt future problems in contracting for maintenance of the equipment.

25X1

OL 12041-85

25X1

**SECRET**

**SECRET**

c. We have requested OC to review their extensive equipment inventory in an effort to increase standardization in their cognizant materiel. We shall monitor all service contracts in this area and consolidate requirements wherever possible.

25X1

d. OL will assist in identifying commonality in personal property equipment and furnishings in order to facilitate consolidated service, maintenance, and repair of personal property. Specific examples in these areas are: (1) plans now in progress to standardize on office systems furniture for the new building, (2) desk top printing calculators, (3) electric typewriters, and (4) materiel and accessories in support of CRAFT installations. This consolidation effort should substantially reduce the number of service contracts and vendors that Agency customers and Logistics must deal with regularly.

25X1

3. Assuming we will receive a reasonable amount of cooperation from our Agency customers, we are hopeful that a move to standardize office equipment will result in our ability to consolidate service contracts and a reduction in the number of vendors requiring access to Agency facilities. We will target on a 25 percent reduction by 1988.

25X1

Harry E. Fitzwater

**SECRET**

**SECRET**

Executive Registry

85- 640/1

7 February 1985

NOTE FOR: DDA

FROM : ExDir

Harry,

Thank you for your memo on the centralized maintenance issue. I agree with much of what you say, but come to a different conclusion. It's clearly our responsibility to seek competition, which does in fact complicate the repair and replacement problem. It's also obvious--certainly you know better than any of us--how strenuously some of our Agency customers resist standardization. I also concede that attempting to use Agency personnel to perform repair and replacement on all the kinds of products we use in our building is a practical impossibility. Finally, I'm respectful of your statement that we really have made some progress in our standardization over the years.

I like your suggestion in paragraph 3 that the best approach relevant to standardization would be "greater standardization within a competitive framework." I acknowledge that we need more cooperation and submergence of individual desires if we are to get this done. I am confident that your folks could develop a sensible program which would help us reduce the thousand odd maintenance and repair contracts that we have with over 200 different vendors.

I know it's a tough task, but I think this one needs some more constructive thought. I believe if we look at it, we can find a thoughtful way to reduce the dimension of this problem by, say, 25 percent over a 2-3 year time period. Will you give it another try? In the meantime, I will respond separately to the originator of this suggestion.

25X1

DCI  
EXEC  
REQ**SECRET**

S E C R E T

DDA 84-2507/9

25 JAN 1985

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Centralized Equipment Maintenance

25X1

REFERENCE: a. AIM Note to DDA from EXDIR, dtd 2 January 1985,  
Same Subject  
b. Memo to DDA from D/CPAS, dtd 20 August 1984,  
Subject: Proposal for a Centralized Agency  
Maintenance Organization  
c. Memo to DDCI from C/ADPSU, CPAS/DI, dtd 5 December  
1984, Subject: Proposal for Centralizing Equipment  
Maintenance

Jim:

1. In response to your AIM message of 2 January 1985, any proposal to increase standardization of equipment within the Agency and to centralize repair and return is inhibited by the following factors:

a. We do have a responsibility to seek competition. While this complicates the repair and return problem, I strongly believe that within common sense limits it does permit the Agency to get the most from its limited dollars.

b. Agency customers, particularly at the working level, often resist standardization. Additionally, officers in the Agency, when personally affected, will often insist that the Office of Logistics purchase a particular model or from a particular manufacturer.

c. Attempting to use Agency personnel to perform repair and return on material purchased is practically impossible considering resource constraints and the diversity of equipment in the inventory. In spite of our continuing efforts to consolidate requirements, the Agency presently has approximately 1,000 maintenance and repair contracts with over 200 different vendors.

25X1

2. Notwithstanding the magnitude of the problem, one of the bright spots is that over the years some real progress has been made in standardization--office furniture, IBM typewriters,  and

25X1

25X1

S E C R E T

25X1

**S E C R E T**

certain technical equipment used by the Office of Communications and the Office of Data Processing. The Office of Logistics attempts to standardize whenever the category is large enough, and when the major customers will cooperate. More could be done in the area of personal computers (PCs), office equipment and supplies, etc., but this would dictate that requirement offices be given considerably less flexibility in their choice of equipment, a move they have consistently fought, including several DDI offices. [redacted]

25X1

3. The best approach relative to standardization would be greater standardization within a competitive framework. Much could be done, but it would require a higher level of cooperation and submergence of individual desires and parochial interests than we have achieved to date. There has to be a balance between competition and standardization if it is to meet legal requirements, operational objectives, and cost effectiveness. We will again issue to all office heads in the Agency a notice or memorandum seeking their support of standardization of equipment. [redacted]

25X1

25X1

4. We followed through in October 1984 with [redacted] and Tom [redacted] on their referenced proposal for a centralized Agency maintenance organization. At that time, a member of my staff met with [redacted]. As a result of that meeting, [redacted] was to provide us a list of his component's maintenance problems so that we can assist him in improving maintenance for systems/equipment for which his organization is responsible. We need to know what the problems are before we can call upon DA expertise to help him solve them. We have not yet received this list. [redacted]

25X1

25X1

25X1

25X1

25X1

5. I recommend that our above initiative be continued, and have drafted the attached memorandum from you to [redacted] if you agree.

25X1

25X1

[redacted]  
Harry E. Fitzwater

25X1

Attachment:

As stated

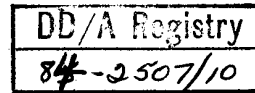
ORIG:DA [redacted] cmm:16 Jan 85

25X1

Distribution:

- 0 - Adse w/att.
- 1 - ER w/att.
- 1 - DDA Subj w/att.
- 1 - DDA Chrono w/o att.
- 1 - DDA/MS Subj w/att.
- 1 - DDA/MS Chrono w/o att.
- 1 - D/L w/att.

**S E C R E T**



MEMORANDUM FOR: Chief, ADP Support Unit, CPAS/DI

FROM:

Executive Director

25X1

SUBJECT: Proposal for Centralizing Equipment Maintenance

REFERENCE: Memo to DDCI from C/ADPSU, CPAS/DI, dtd 5 December 1984,  
Same Subject

1. I want to thank you for your proposal on centralizing equipment maintenance as discussed in the reference. I know that maintenance of equipment is a drain on manpower and funds, and I am eager to learn of proposals such as yours for improving the way we do maintenance.

2. It is my understanding that a member of the Directorate of Administration (DA) Planning Staff met with you in October 1984, and that subsequent to the meeting, you had the action to provide to them a list of your maintenance problems so that the appropriate DA offices can be brought into play. They have not yet received your list. [redacted] the DA Planning Officer, will be in touch with you in this regard.

25X1

*See DDA 84-2507/11*

cc: DDI  
C/CPAS/DI

25X1

ORIG:DA/[redacted] cmm:16 Jan \*5

25X1

Distribution:

- 0 - Adse
- 1 - ER
- 1 - DDA Subj
- 1 - DDA Chrono
- 1 - DDA/MS Subj
- 1 - DDA/MS Chrono